



BERNSTEIN PAN EUROPEAN STRATEGIC DECISIONS CONFERENCE, LONDON, SEPTEMBER 28, 2017

Committed to unlocking value

Leadership in the digital revolution

Timo Ihamuotila, CFO, ABB LTD



Important Notices

This presentation includes forward-looking information and statements including statements concerning the outlook for our businesses. These statements are based on current expectations, estimates and projections about the factors that may affect our future performance, including global economic conditions, and the economic conditions of the regions and industries that are major markets for ABB Ltd. These expectations, estimates and projections are generally identifiable by statements containing words such as “expects,” “believes,” “estimates,” “targets,” “plans,” “outlook” or similar expressions.

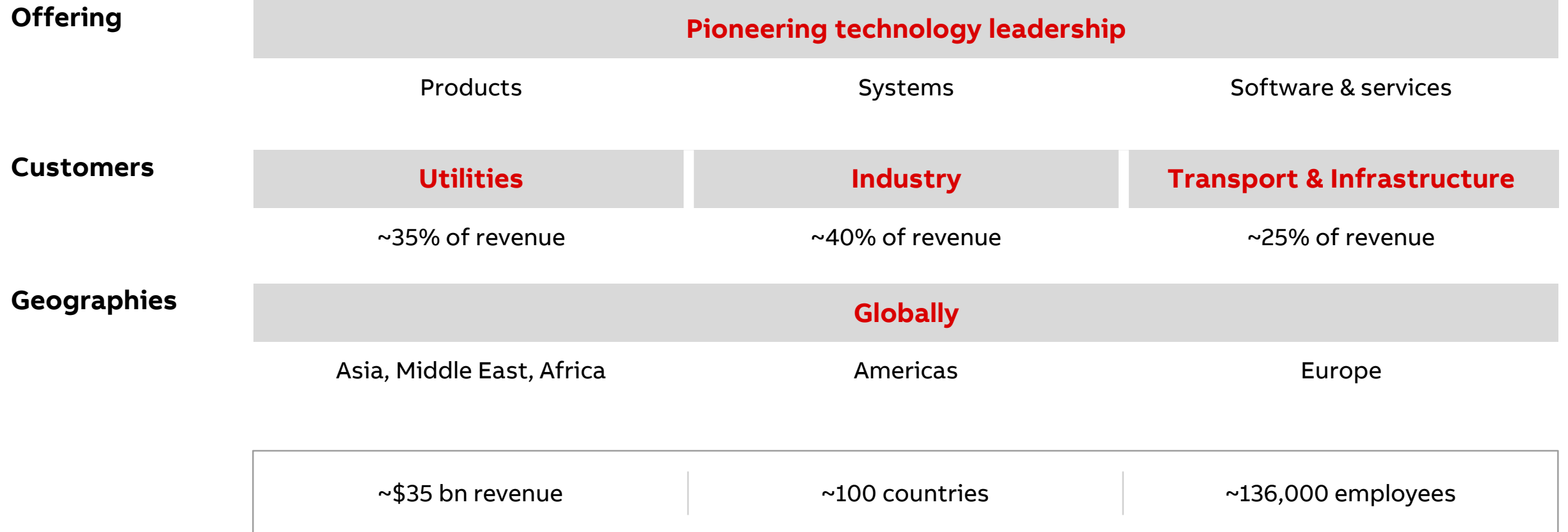
There are numerous risks and uncertainties, many of which are beyond our control, that could cause our actual results to differ materially from the forward-looking information and statements made in this presentation and which could affect our ability to achieve any or all of our stated targets. The important factors that could cause such differences include, among others:

- business risks associated with the volatile global economic environment and political conditions
- costs associated with compliance activities
- market acceptance of new products and services
- changes in governmental regulations and currency exchange rates, and
- such other factors as may be discussed from time to time in ABB Ltd’s filings with the U.S. Securities and Exchange Commission, including its Annual Reports on Form 20-F.

Although ABB Ltd believes that its expectations reflected in any such forward-looking statement are based upon reasonable assumptions, it can give no assurance that those expectations will be achieved.

This presentation contains non-GAAP measures of performance. Definitions of these measures and reconciliations between these measures and their US GAAP counterparts can be found in the ‘Supplemental reconciliations and definitions’ section of “Financial Information” under “Quarterly results and annual reports” on our website at www.abb.com/investorrelations

ABB: the pioneering technology leader



2017: living Next Level

Clear priorities, implementation well under way

Profitable Growth

Driving growth in four market-leading entrepreneurial divisions
Shifting the Center of Gravity: competitiveness, growth, risk
Quantum leap in digital
Value creating, strategic acquisitions and partnerships

Relentless Execution




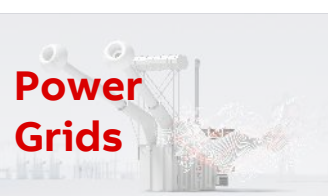
World-class operational excellence across the whole organization
– White Collar Productivity, Net Working Capital, Quality
Linked strategy, performance management and compensation

Business-led Collaboration

Market focused and lean organization
Continued leadership development
Strengthening the global ABB brand

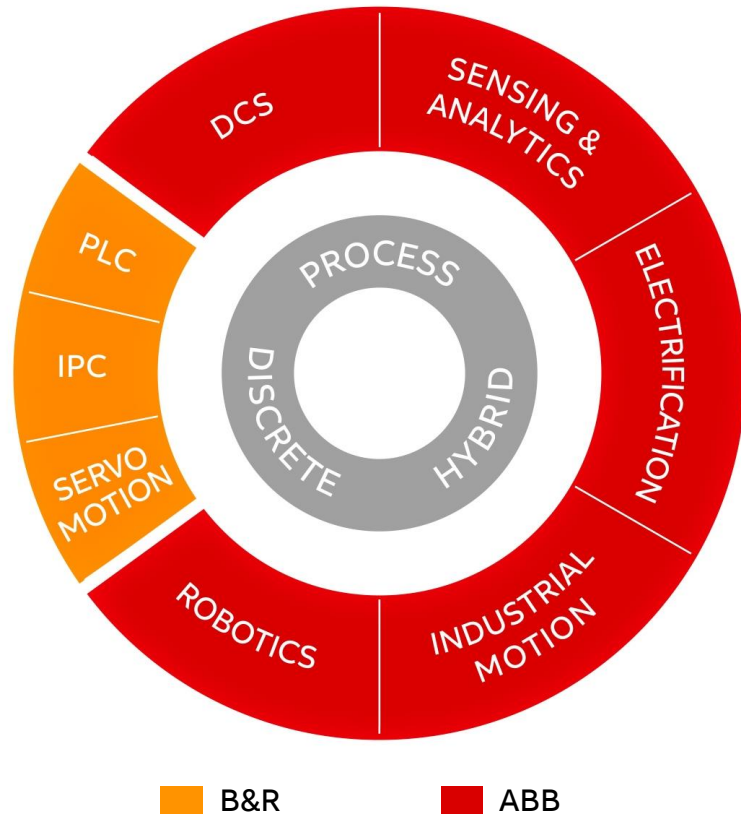
Four market-leading entrepreneurial divisions

All businesses in #1 or 2 positions

	Partner of choice for...	Market size ¹ and growth	Position	Revenues ²	Top 3 competitors
	...electrification of all consumption points	~\$140 bn 2 – 4%	#2 in electrification	\$9.9 bn	Schneider Legrand Eaton
	...robotics and intelligent motion solutions	~\$110 bn 3 – 8% ³	#1 in motion #2 in robotics	\$7.9 bn	Siemens Fanuc Kuka
	...industrial automation	~\$130 bn 1 – 5% ⁴	#2 in industrial automation ⁷	\$6.8 bn	Siemens Emerson Schneider
	...a stronger, smarter and greener grid	~\$110 bn ⁵ 3 – >10% ⁶	#1 in T&D	\$10.9 bn	Siemens GE Hyundai

Leadership in industrial automation

B&R – closing ABB’s historic gap in machine and factory automation



Deal rationale

Attractive market segment
(CAGR 4-5%)

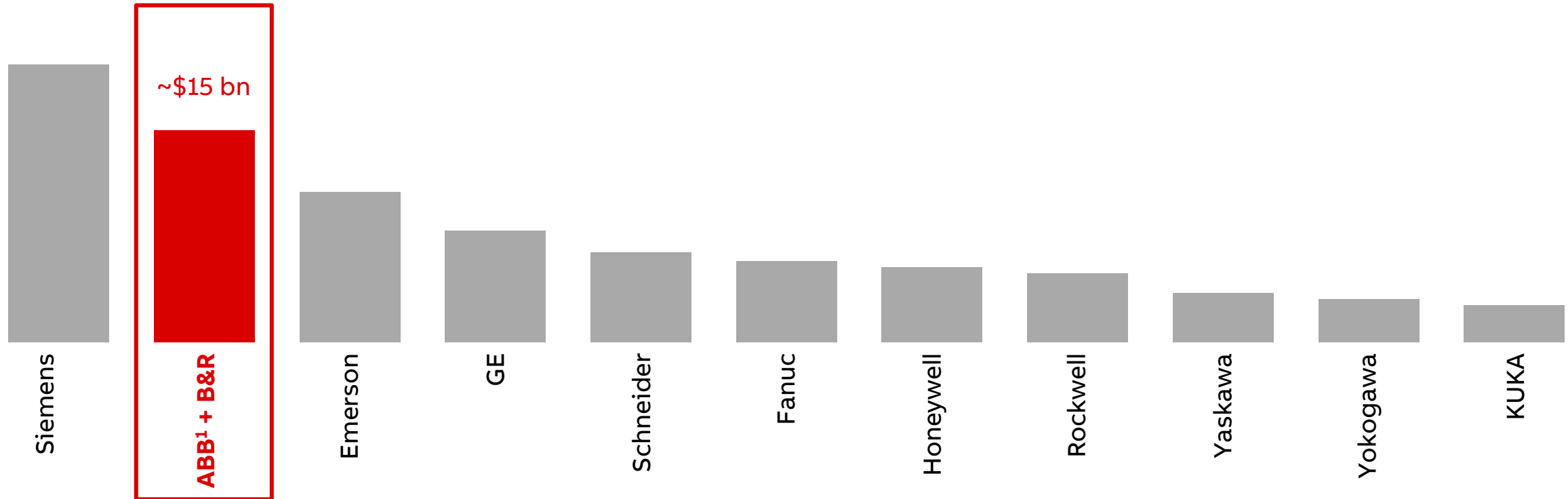
Attractive company
(CAGR ~11%)

Attractive strategic rationale
(shaping global #2 in industrial automation)

Attractive financials
(incl. strong growth and cost synergies)

ABB and B&R – strong #2 in industrial automation

Business volume industrial automation (products, software, solutions, services)



Leadership in electrification

ABB to acquire GE Industrial Solutions (GE IS) for \$2.6 billion



Deal rationale

Market access

- Expanded access to North America
- Significant installed base globally

Performance improvement

- Non-core business for GE
- Significant value creation potential:
 - ABB technology leadership
 - Cost synergies

Comprehensive electrification portfolio

- Complementary portfolio and solutions

Strategic supply partnership

- GE to tap ABB's leading portfolio through long-term supply partnership

GE IS and ABB

Strengthening global #2 in electrification

Global electrification revenues

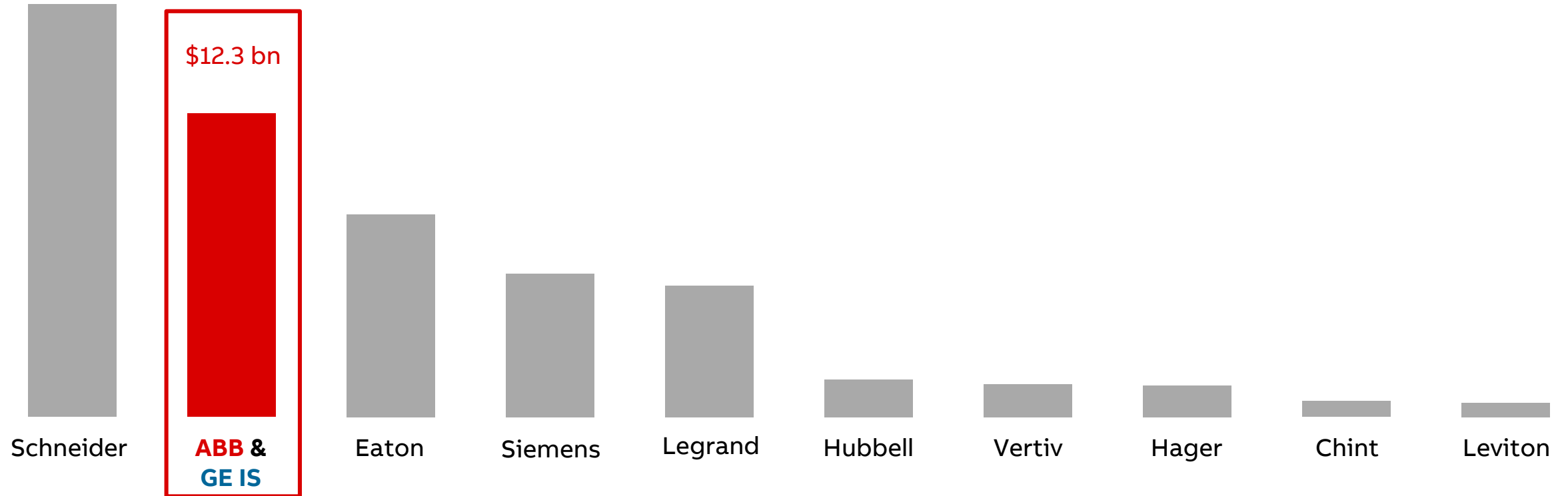
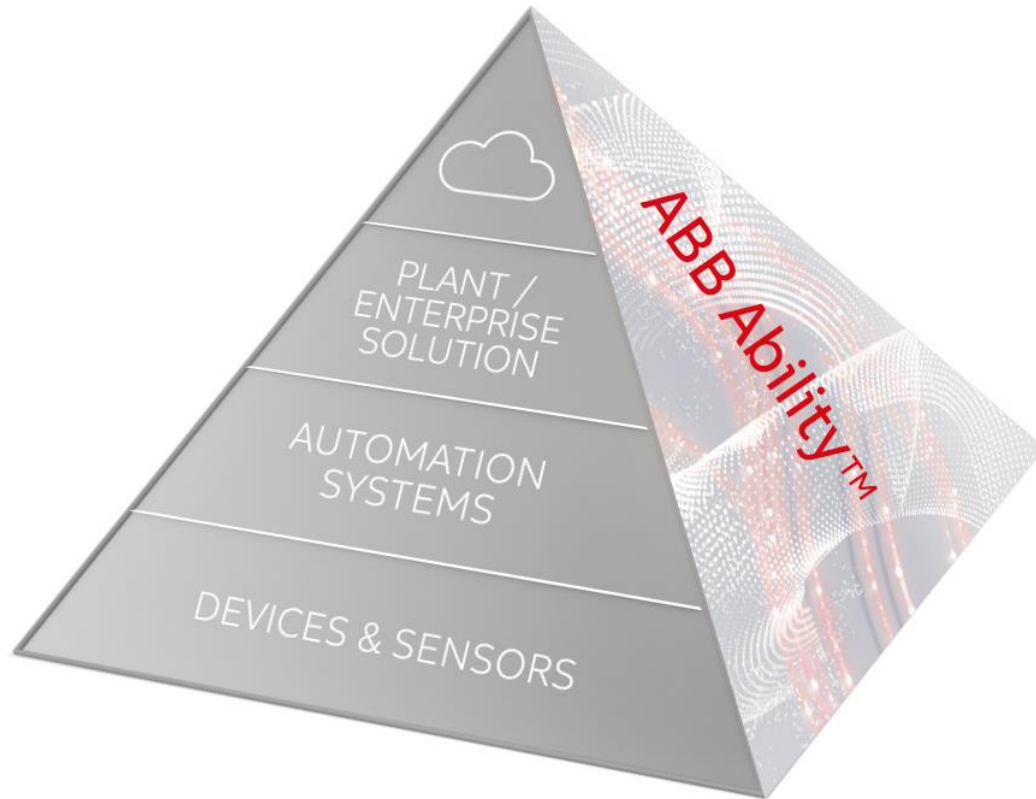
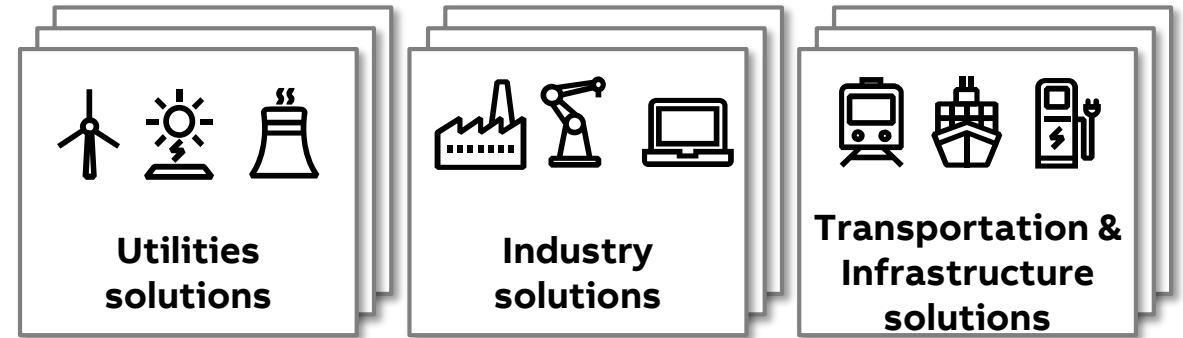


ABB Ability™: industry-leading digital solutions

Successful launch in Europe, Americas and AMEA¹ in H1 2017



180+ ABB Ability™ solutions



Why ABB?

- ▶ Pioneering technology leader
- ▶ Strong positions in attractive markets
- ▶ Clear transformation agenda driving operational EPS and CROI
- ▶ Efficient balance sheet; generating attractive returns for shareholders

Committed to unlocking value

Let's write the future.
Together.

